

**WILLIAM J. PERRY
CENTER FOR HEMISPHERIC DEFENSE STUDIES
NATIONAL DEFENSE UNIVERSITY
WASHINGTON, DC 20319-5066**



**CARIBBEAN DEFENSE AND SECURITY COURSE
CDSC (2015)**

**Distance Learning
Monday, June 15, 2015 – Friday, July 10, 2015**

**In-Residence
Monday, July 13, 2015 – Friday, July 24, 2015**

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Course Introduction

This is a 6-week course, mixing distance phase and in-residence activities to provide students a wide range of perspectives on governance, governability and security and defense. The program is in two parts. During a four-week pre-course distance phase, prospective participants will receive reading material, which will be discussed via the Blackboard learning platform. During a two-week in-residence phase at the Perry Center, participants will engage in an intensive program of lectures, conferences, seminars, case-studies, debates and readings.

As prerequisites for the course, candidates must demonstrate ability to read texts in English. Participants must be aware that they will be required to read about 80 pages per week during the pre-course phase, and about 60 pages per day during the in-residence phase of the course.

Course Description

The Caribbean Defense and Security Course (CDSC) course is the English-language flagship course offering of the William J. Perry Center of Hemispheric Defense Studies. It is the English version of the Spanish language Strategy and Defense Policy (SDP) course. Altogether, 6,000 civilian and military participants from 22 countries have attended courses focused on these concepts essential to effective defense and security strategy and policy. The course plays a central role in fulfilling the Perry Center missions to:

- Provide qualification, formation, and conduct outreach, research and knowledge-sharing activities on defense and international security policy-making with military and civilian leaders of the Western Hemisphere.
- Advance international security policy and defense decision-making processes, foster partnerships and promote effective civil-military relations in democratic societies.
- Contribute to a cooperative international security environment and mutual understanding of U.S. and regional defense and international security policy issues.

The course focuses on issues being confronted today in the Caribbean Basin countries as they seek to guarantee security and improve the administration of defense and security establishments. This focus is enriched by the course participants from both private and public sectors, who contribute their experiences and knowledge gained through a broad diversity of professional and academic preparation.

Participants who have graduated from the CDSC are forming an important part of the community of interest on defense and security matters throughout Caribbean region and the hemisphere. Through instruction from Perry Center professors and their own

colleagues, they will have gained a common understanding of terminology, concepts, and mechanisms for raising the levels of security and defense, both nationally and regionally, and have established contact networks that sustain informed dialogue on defense issues far beyond the classrooms of the CDSC and the Perry Center itself.

Course Objectives

The CDSC is designed to set the foundation for sustained interaction with the Perry Center throughout the career of the specialists in the defense and security communities in the Caribbean and Western Hemisphere.

The general course objectives are:

- The *understanding of different perspectives* regarding defense and security problems, the proposals for their solutions, and of issues regarding the implementation of national policies and decisions.
- The *comprehension of conceptual issues* regarding the strategic environment, national decision-making processes, and international interactions in relation to challenges shared by countries in the region.
- The *value of frameworks* to improve analytical abilities and evaluating policy formulation and implementation, roles and missions of institutions, and the capabilities necessary to perform effective functions in the defense and security sector.
- The *value of collaborative efforts*, both among national institutions and international actors, to promote policies to confront traditional and new threats, such as terrorism and organized crime, to respond to humanitarian assistance and to the needs of law enforcement and security in the context of democratic governance.

Course Participants

The Perry Center admissions process strives to obtain a diverse group of participants who can learn from each other through intense interaction during the course's two-week in-residence portion. The Perry Center gives priority to admitting the following individuals to the CDSC study body:

- Mid-grade defense and security officials with careers in the defense and security sectors;
- Mid-grade government officials from institutions other than the defense and security establishments who interact with defense issues, including from the legislative branch, foreign relations, and planning-budgetary components;

- Non-government individuals with careers in professional associations, business, political parties, journalism, academic or other research entities;

Instructional Methodology

The Perry Center strives to teach participants how to think, not what to think. There are no Perry Center-approved solutions for resolving national and regional security dilemmas. Rather, the Perry Center offers individual perspectives of members of its highly experienced international faculty regarding the security and defense challenges facing the Caribbean and hemisphere in a globalized world. Through a combination of lectures, break-out group discussions and exercises, civilian and military participants become aware of and apply concepts critical to defense and security issues, especially strategy, policy, and management of the defense and security areas. Participants approach course topics through a four-step learning process:

1. Completion of reading assigned for the topic for in-class discussion.
2. Attendance at a “master lecture” on the topic by a Perry Center professor or invited expert.
3. Review in the Discussion Groups of the implications on a national or regional scenario of the material presented in the master lecture.
4. Application of key concepts through a group-centered exercise.

Much of the learning at the Perry Center takes place in the Discussion Groups, to which each student is assigned for the duration of the course. Perry Center strives to create a diverse participation in each group so that a rich interchange of opinions, experiences, and best practices can occur through the guidance of an experienced Perry Center facilitator.

Course Development/Methodology

Online Phase (4 Weeks) – June 15 to July 10, 2015

The Distance Learning phase of the course lasts four weeks and will be conducted on-line via Blackboard and via email between the professor and the students. This Distance Learning phase is designed to help the student to acquire, through discussion and comparison, a more nuanced understanding of basic concepts and issues associated with security and defense issues in the Caribbean. The first week is dedicated to Blackboard enrollment and student orientation for the course. The second and third weeks will involve online discussions of some basic concepts of security, defense, and other components of the course. Students will be asked to respond to questions drawn from the reading assignments and posted online. Student responses during this period constitute a significant percentage of the final grade for the course. During the week between the end of the distance learning phase and the resident phase (May 4-8), the students will prepare for travel to Washington DC.

Resident Phase (2 weeks) – July 13-24, 2015

The course will be conducted at The Perry Center in Washington DC. Students will be exposed to the theories of Human Rights and will compare different perspectives on the concept. The students will be challenged to analyze complex circumstances related to these themes. Methodology to help students acquiring this knowledge will include lectures, conferences by experts and practitioners, seminars, and case-studies. Themes will be distributed in a way that students develop a deeper understanding of the distinct perspectives toward human rights, and to analyze the complexities of decision-making related to these issues.

Research and Writing Phase (3 weeks) – July 27 – August 14, 2015

The Research and Writing phase of the course lasts three weeks and will be conducted on-line and via email between the professor and the students. This written project is an optional part of the course. Students are encouraged to take what they learned in the course to this point and write a journal-quality research or policy paper on a topic related to matters of human rights. Top papers will be assembled into an edited collection of essays titled, “Contemporary Security Concerns in the Caribbean,” and published through The Perry Center’s publications programs.

Expectations regarding Student Participation

The value of the Perry Center’s academic events depends to a high degree on the enthusiasm and willingness to contribute to learning of the course participants themselves. The Perry Center professors and facilitators are active agents for that process, but the level of understanding that each student carries back to his or her home country upon course completion depends to a very high degree upon that participants investment of time and attention in the course program. Additionally, the reputation that each student leaves with his fellow participants can be an important incentive for continued collaboration on national and regional levels.

Aside from demonstrating a positive and constructive approach to the course, each participant is expected to read approximately 60 pages per day and be prepared to contribute to a discussion of that material in the Discussion Group. Additional suggestions designed to promote a climate of mutual respect and camaraderie will be presented during the first day of instruction.

Organization of the Participants

The participants act as a single group for the fulfillment of the administrative activities, security and transportation between the hotel and Perry Center and the plenary presentations. For the activities programmed for the Discussion Groups, they will be divided into four groups for discussion, panels, roundtables, and exercises.

Course Certification

Participants will be granted a Certificate of Attendance specifying the number of hours dedicated to each major activity developed during the course.

Course Standards and Grading

Participants will be evaluated through exams, quizzes, class participation, and participation in group exercises. Additional information and grading rubric is available in the course “Standards of Evaluation” handout.

Grades will be ascribed according to the following distribution:

- Participation, Distance Learning Phase 25%
- Written Exam (end of week 1 of residence phase) 25%
- Participation, Resident Phase 50%

Academic Organization

CHDS Director: Mr. Mark Wilkins
Dean of Academics: Dr. Scott Tollefson
Course Director: Mr. Pat Paterson
Academic Support: Ms. Suzanne Heist

Facilitators:

Professor George Benson
Professor Walter Earle
Professor Wilbert Kirton
Dr. Hilton McDavid, Ph D

Specific Course Topics

The following lists specific lecture topics by instructor for the entire course. A detailed daily schedule is posted on Blackboard prior to the beginning of the course.

DISTANCE PHASE

Distance Phase, June 15 – July 3, 2015

Week 1, June 15–19, 2015 - Blackboard enrollment and online orientation

Week 2, June 22-26, 2015 – Introduction to Security and Defense Issues

Objective: This session introduces basic concepts typical of security and defense analysis. The content invites participants to self-regulate their respective thinking effort in order to integrate operational concepts and relationships related to security problems. This lecture and discussions introduce the concept of interests and objectives, security, use of force, policy, strategy, and capabilities as guiding components of the curriculum. Participants will understand the main features that that comprise a “Caribbean Security Environment.” Participants will understand definitions of “security” and identify social and economic issues affecting states, politics, and

individuals. This session aims to explain the specific concerns expressed by the Small Island States of the Caribbean and to evaluate the roles of the Caribbean Community, the Organization of American States and the Inter-American Defense Board in addressing them.

Discussion Questions:

1. *What is the difference between “security” and “defense?”*
2. *The threats that the US and Latin American nations face today are diverse and numerous – terrorism, organized crime, cyber security, natural disasters, etc. What is the most serious threat to the region? Why? What else can be done that has not already been tried?*
3. *What other problems contribute to the organized crime problem in Latin America? Corruption? Poverty? Unemployment? Disenfranchised youth? The demand for drugs in North America?*

Required Readings:

1. Moises Naim, “The Five Wars of Globalization,” *Foreign Policy*, January 2003, <http://users.clas.ufl.edu/zselden/Course%20Readings/Naim.pdf>
2. McDavid, Hilton A. “Security Challenges and Threats in the Caribbean,” In *Rewiring Regional Security in a Fragmented World*, ed. Chester A. Crocker, Fen Olser Hampson, and Pamela Aall (Washington DC: United States Institute of Peace Press, 2011), 463-481.
3. Bowling, Ben. “Caribbean Security in Context” in *Policing the Caribbean: Transnational Security Cooperation in Practice*, 29-68. New York: Oxford University Press, 2010.

Suggested Readings:

1. Griffith, Ivelaw Lloyd. Congressional Testimony. *House Committee on Foreign Affairs, Subcommittee on the Western Hemisphere*. December 09, 2009. http://www.york.cuny.edu/assets/congressional-testimony/at_download/file.

Week 3, June 29 – July 3 2015 – National and International Responses

Objective: The purpose of this session is a consideration of the violence and crime that have become a major concern for many of the region’s people and governments. Causes, effects and responses are considered from both regional and national perspectives.

Discussion Questions:

1. *How are transnational organized crime (TOC) groups different from conventional armies or opponents?*
2. *What is the center of gravity of the TOCs? In other words, what is the source of power from which TOCs get their freedom of action and will to fight?*
3. *Is there a crime-terror nexus? That is, are radical terrorist groups colluding with organized crime groups?*
4. *Are Islamic radicals a threat to the Caribbean nations?*

Required Readings:

1. Director of National Intelligence, "Worldwide Threat Assessment of the US Intelligence Community," January 29, 2014.
2. Jerome P. Bjelopera, "American Jihadist Terrorism: Combating a Complex Threat," *Congressional Research Service* (CRS), January 23, 2013.
3. United Nations Office on Drugs and Crime (UNODC), "The Globalization of Crime: A Transnational Organized Crime Threat Assessment," 2010, Preface, Introduction and Chapter 1: The Threat of Transnational Organized Crime, pages ii, 19-36, http://www.unodc.org/documents/data-and-analysis/tocta/TOCTA_Report_2010_low_res.pdf

Suggested Readings:

1. Tickner, Arlene B. "Latin America and the Caribbean: Domestic and Transnational Insecurity." *International Peace Institute: Coping With Crisis: Working Paper Series*, February 14, 2007. <http://www.ipinst.org/publication/policy-papers/detail/120-latin-america-and-the-caribbean-domestic-and-transnational-insecurity.html>.
2. *Failed States Index 2014*. Washington, DC: The Fund for Peace, 2014. <http://library.fundforpeace.org/fsi14-overview>

Week 4, July 6-10, 2015 – Preparation for Travel to Resident Phase

Discussion Questions: None.

Required Readings: None.

IN-RESIDENCE PHASE

WEEK I

DAY 1

Theme: Introduction and Orientation

Lectures:

1. Course Introduction
2. Keynote Address

Discussion Questions:

1. *What are the main threats to Caribbean nations today? Transnational organized crime? Drug cartels? Cybercrime? Global warming? Gangs? Weak institutions? Corruption? Money laundering? Pandemics? Over population? Mass migration? Natural disasters? Budget limitations? Weak economies? Others?*
2. *Which problem is the most dangerous? Which problem is the intractable or toughest to resolve?*

3. *Depending on what you answered to question #1, what are the solutions to that problem? Is one country able to tackle the problem? Or does it require a regional or international response?*

Required Readings: None.

Suggested Readings

1. Bosworth, James. *Latin America and the Caribbean in 2012 to 2017: A Conversation Among Latin America & Caribbean Specialist*. Miami, FL: FIU-USSOUTHCOM ACADEMIC PARTNERSHIP, January 12, 2012.
<http://strategicculture.fiu.edu/LinkClick.aspx?fileticket=wcykM1goO6k%3d&tabid=89>.
2. McDavid, Hilton, Anthony Clayton and Noel Cowell. "The Difference between the Constabulary Force and the Military: An Analysis of the Differing Roles and Functions in the Context of the Current Security Environment in the Caribbean (The Case of Jamaica)." *Social and Economic Studies* 36, no. 3 (September 2011): 40-71.
3. Griffith, Ivelaw L. "Security Perceptions of English Caribbean Elites." In *Strategy and Security in the Caribbean*, 3-26. New York: Praeger Publishers, 1991.

DAY 2

Theme: Threats

Lectures:

1. Transnational Criminal Organizations (TCO) and Illicit Trafficking
2. Other Threats: Trafficking in Persons/Arms and Penitentiary Reform
3. Cyber Security and Critical Infrastructure

Discussion Questions:

1. *Do you consider TCOs an existential threat to Caribbean nations? That is, are the central governments at risk of collapse or on the verge of being overrun by organized crime groups?*
2. *The supply-focused counter-narcotics strategy in the region has received significant recent criticism. Former and current leaders are calling for reforms. Has the current counter-narcotics strategy in the Western Hemisphere been successful? Why or why not? What, if anything, should be changed about it?*
3. *Many Caribbean nations have prison systems that are overcrowded because the justice system cannot process accused persons quickly enough. What penitentiary and justice reforms are necessary?*
4. *Caribbean gangs in many countries are sometimes better armed than security forces. Where do these weapons come from? How can nations stop the trafficking of arms across borders?*
5. *How serious is cybercrime or cyber terrorism today? Or are our nation's computer systems, electrical grids, and critical infrastructure too decentralized to be attacked en masse?*
6. *International humanitarian law (IHL), also called the law of armed conflict, is a set of rules that constrain the use of force especially against non-combatants like*

civilians. It consists of principles such as distinction, proportionality, humanity, and restraint. IHL is codified in the Geneva Conventions and many international treaties. Such rules are widely accepted by the members of the international community. Does cyber war fall into the same type of warfare governed by IHL? Give an example of how it does or does not.

7. What is critical infrastructure? Give an example.
8. In the United States, an estimated 80% of the critical infrastructure is privately owned? What is the government's responsibility to protect critical infrastructure if it is not publicly owned?

Required Readings:

1. Naím, Moisés. "Mafia States: Organized Crime Takes Office." *Foreign Affairs* (May/June 2012):100-111.
2. Robert Maurer, "How to Halt the Terrorist Money Train." *New York Times*, January 3, 2012.
3. Elisabeth Bumiller and Thom Shanker, "Panetta warns of Cyber Pearl Harbor," *New York Times*, Oct 11, 2012.
4. John D. Moteff, "Critical Infrastructure Resilience: The Evolution of Policy and Programs and Issues for Congress," *Congressional Research Service* (CRS), February 21, 2014.

Suggested Readings:

1. Doug Farah, "Transnational organized crime, Terrorism, and criminalized states in Latin America: an emerging Tier-one national security priority," *Strategic Studies Institute (SSI)*, August 2012.
2. Michael Miklaucic and Moises Naim, "The Criminal State," Chapter 9, *Convergence: Illicit Networks and National Security in the Age of Globalization*, NDU Press 2013, <http://ndupress.ndu.edu/Portals/68/Documents/Books/convergence.pdf>
3. Juan Carlos Garzón, Marianna Pacheco Olinger, Daniel Rico, and Gema Santamaría, Editors: Juan Carlos Garzón and Eric L. Olson, *The Criminal Diaspora: The Spread of Transnational Organized Crime and How to Contain its Expansion*, The Wilson Center, <http://wilsoncenter.org/publication/CriminalDiaspora>
4. Deosaran, Ramesh. "A Portrait of Crime in the Caribbean: Realities and Challenges." In *Caribbean Security in the Age of Terror: Challenge and Change*, edited by Ivelaw Lloyd Griffith, 104-128. Kingston, Jamaica: Ian Randle Publishers, 2004.
5. United States Senate Caucus on International Narcotics Control. *Preventing a Security Crisis in the Caribbean*, Washington, D.C.: Government Printing Office, 2012. 3-34. http://www.feinstein.senate.gov/public/index.cfm/files/serve/?File_id=90bb66bc-3371-4898-8415-fbfc31c0ed24.
6. United Nations Development Programme (UNDP), *Caribbean Human Development Report 2012: Human Development and the Shift to Better Citizen Security*. New York, NY: UNDP, 2012. <http://www.undp.org/content/dam/undp/library/corporate/HDR/Latin%20America%20and%20Caribbean%20HDR/caribbean%20hdr%202012%20summary%20final.pdf>.

7. Congressional Research Service (CRS) Report for Congress. *Latin America and the Caribbean: Illicit Drug Trafficking and U.S. Counterdrug Programs*. May 12, 2011. <http://www.fas.org/sgp/crs/row/R41215.pdf>.
8. Mulligan, Deirdre, and Fred Schneider. "Doctrine for Cybersecurity," *Daedalus, the Journal of the American Academy of Arts & Sciences* 140, no. 4 (Fall 2011): 70-92.
9. Richard J. Harknett and James A. Stever, "The New Policy World of Cybersecurity," *Public Administration Review*, May/June 2011.
10. Grauman, Brigid. *Cyber-security: The Vexed Question of Global Rules: An Independent Report on Cyber-Preparedness Around The World*. Brussels: Security and Defense Agenda, 2012. <https://www.llis.dhs.gov/content/cybersecurity-vexed-question-global-rules-independent-report-cyber-preparedness-around-world>.
11. Harknett, Richard J. and James A. Stever. "The Cybersecurity Triad: Government, Private Sector Partners, and the Engaged Cybersecurity Citizen." *Journal of Homeland Security and Emergency Management* 6, no. 1 (November 2009): 1-16.
12. Obama, Barack. Executive Order 13636. Improving Critical Infrastructure Cybersecurity. Washington, D.C.: The White House, Office of the Press Secretary, February 12, 2013. <http://www.whitehouse.gov/the-press-office/2013/02/12/executive-order-improving-critical-infrastructure-cybersecurity>.

DAY 3

Theme: Threats and Governance

Lectures:

1. Regional Framework: Management of Crime and Security in the Caribbean
2. Democracy, the Rule of Law, and Corruption
3. Hemispheric Forum on Corruption in the Americas and Latin America

Discussion Questions:

1. *What anti-crime strategies exist among Caribbean nations? Are they working?*
2. *Confidence in democratic governments among Caribbean countries seems to be waning? Why? What are the obstacles to democratic consolidation in Caribbean nations?*
3. *What is the rule of law and how is it related to democracy? What are the principal elements of rule of law?*
4. *What exactly is corruption? Give an example. Is "corruption" cultural?*
5. *What international or regional efforts exist to stop corruption? Are they effective? What else can be done?*
6. *What is the role of civil society in reducing corruption?*

Required Readings:

1. "What Is Good Governance." *United Nations Economic and Social Commission for Asia and the Pacific*. <http://www.unescap.org/huset/gg/governance.htm>.
2. Maingot, Anthony P. "The Challenge of the Corruption-Violence Connection." In *Caribbean Security in the Age of Terror: Challenge and Change*, edited by Ivelaw Lloyd Griffith, 129-153. Kingston, Jamaica: Ian Randle Publishers, 2004.

Suggested Readings:

1. UN Convention Against Corruption, UNODC website, <https://www.unodc.org/unodc/en/treaties/CAC/index.html#UNCACfulltext>
2. John D. Moteff, *Critical Infrastructures: Background, Policy, and Implementation*, Congressional Research Service (CRS), February 21, 2014.
3. Christopher Ford, "The Rule of Law for Commanders." *Military Review*, Jan-Feb 2008, pps 50-56.
4. Thomas Nachbar, "Counterinsurgency, Legitimacy, and the Rule of Law." *Parameters*, Spring 2012, pps 27-38.

DAY 4

Theme: Solutions to Security and Defense Challenges

Lectures:

1. Human Rights and International Humanitarian Law
2. International and Regional Responses to Security Threats in the Caribbean
3. Visit to the Organization of American States

Discussion Questions:

1. *Modern counterinsurgency strategy dictates that conflicts are 80% political and only 20% military. What needs to be done to create a political (or economic) solution to the problems many Caribbean nations face?*
2. *US law prevents the military to be used in domestic law enforcement operations except in extreme circumstances. In some Caribbean nations, governments have deployed the armed forces to combat organized crime. What are the benefits and risks associated with this policy?*
3. *What are the principal challenges of human rights enforcement in contemporary domestic law enforcement operations in the Caribbean?*
4. *What are the major issues that stand out as the toughest challenges for human rights for the future?*
5. *In your opinion, what other obstacles exist that impede a coordinated and effective response to security crises or natural disasters? Lack of institutional capacity? Poor communication among government agencies? Lack of standard operating procedures? Poor infrastructure? Others?*

Required Readings:

1. Gomes, Carolyn. "Police Accountability in the Caribbean: Where Are the People?" Paper presented at the Workshop for Police Accountability at the Civicus World Assembly, *Commonwealth Human Rights Initiative*, Glasgow, Scotland, May 23, 2007.
http://www.humanrightsinitiative.org/programs/aj/police/intl/docs/police_accountability_paper_gomes.pdf.
2. Shanker, Thom. "Joint Chiefs Chairman Readjusts Principles on Use of Force," *New York Times*, March 4, 2010, A16.
3. "Human Trafficking Concerns in the Commonwealth Caribbean: the 2009 U.S. State Department Trafficking in Persons Report in focus." *Commonwealth Human Rights*

Initiative (CHRI) London (2009).

http://www.humanrightsinitiative.org/london/hr_in_caribbean/human_trafficking_in_the_caribbean_june_2009.pdf.

Suggested Readings:

1. Leslie Gelb, "The Rise of Ethics in Foreign Policy," *Foreign Affairs* 82:3, (May/Jun 2003): 2-7.
2. Griffith, Ivelaw L. "The Caribbean Security Scenario at the Dawn of the 21st Century: Continuity, Change, Challenge." *The North-South Agenda*. Miami: The Dante B. Fascell North-South Center, University of Miami. Papers, 65, September 2003.
3. Griffith, Ivelaw L. "Conclusion: Contending with Challenge, Coping with Change." *Caribbean Security in the Age of Terror: Challenge and Change*, 508-533. Kingston and Miami: Ian Randle Publishers, 2004.
4. Dillion, Edmund. "In Search of an Identity: The Caribbean Military and National Security In The Twenty-First Century." MMAS thesis, U.S. Army Command and General Staff College, 2001, (pp. 30-35). <http://www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA395697>.
5. "OECS Interventions Related to Maritime Security and Safety." Organization of Eastern Caribbean States: Environment and Sustainable Development Unit. October 2007. Link: http://www.un.org/Depts/los/consultative_process/mar_sec_submissions/oecs.pdf.
6. The Caribbean Basin Security Initiative: A Shared Regional Security Partnership." Department of State: Bureau of Western Hemisphere Affairs. December 3, 2012. <http://www.state.gov/p/wha/rls/fs/2012/201417.htm>
7. International Committee of the Red Cross, "Exploring International Humanitarian Law – A Legal Manual for EHL Teachers," January 2009.
8. MacFarlane, S. Neil, Carolin J. Thielking, and Thomas G. Weiss. "The Responsibility to Protect: Is Anyone Interested in Humanitarian Intervention?" *Third World Quarterly*, Vol 25, no. 5 (2004), pps. 9777-992.

DAY 5

Theme: Government Response and Policy

Lectures:

1. Natural Disasters and Homeland Security
2. Crisis Decision Making
3. Group Exercise/Simulation

Discussion Questions:

1. *What are the obstacles to effective decision making? How can one prevent suffering from groupthink, schemas, or organizational politics?*
2. *The Haiti Earthquake in January 2010 and the Chile Earthquake in February 2010 were very powerful earthquakes. Yet the death toll and damaged in Haiti (an estimated 230,000 deaths) were much higher than that in Chile (525 deaths). Why?*
3. *What kind of additional problems can follow a natural disaster?*

4. *Latin America and the Caribbean are subject to frequent natural disasters in the forms of hurricanes, earthquakes, and volcanoes. In response, many nations of the region have established a collective, regional program to respond to these disasters. How well does it work? What else can be done to improve responses to natural disasters?*

Required Readings:

1. Ahmad, Hassan, Jean-Yves Haine, Josefina Löfgren, Tim Randall and Sharon Wiharta, "Case study: Floods and tropical storm Jeanne, Haiti, 2004. In *The Effectiveness of Foreign Military Assets in Natural Disaster Response*, 69-84. Stockholm International Peace Research Institute, March 2008.
<http://books.sipri.org/files/misc/FMA/SIPRIo8FMAanB.pdf>.
2. Snyder, Jack. "One World, Rival Theories." *Foreign Policy*, November 1, 2004. http://www.foreignpolicy.com/articles/2004/11/01/one_world_rival_theories?print=yes&hidecomments=yes&page=full.
3. CARICOM: Working Together Toward Security: A Brief by CITS Security Leadership Fellows. Center for International Trade & Security, 2011.
http://cits.uga.edu/programs/caricom/securityoutlook_final.pdf.

Suggested Readings:

1. Allison, Graham. "Conceptual Models and the Cuban Missile Crisis." *American Political Science Review* 63, no. 3 (September 1969): 689-718.
<http://www3.nccu.edu.tw/~lorenzo/Allison%20Conceptual%20Models.pdf>.
2. Griffith, Ivelaw L. "Security in the Caribbean: State Sovereignty or Public Order?" In *Public Security in the Americas: New Challenges in the South-North Dialog*, edited by John Bailey and Roy Godson. Washington, DC: Center for Latin American Studies, Georgetown University, 2004. Also available at
<http://pdba.georgetown.edu/Pubsecurity/ch3.pdf>.
3. Gecowets, Gregory A. S., and Jefferson P. Marquis. "Applying Lessons of Hurricane Katrina." *Joint Force Quarterly* 48 (2008): 70-76. Read all.

DAY 6

Theme: Policy Development

Lectures:

1. Security and Defense Institution Building (SDIB)
2. Force Design and Strategy
3. U.S. National Security Strategy

Discussion Questions:

1. *What procedures of an institution (an organization often resistant to change) can adopt to optimize managerial efficiency, professionalization, and increased mission effectiveness?*
2. *What are the measures of effectiveness of security and defense institutions?*
3. *In your opinion, what other obstacles exist that impede a coordinated and effective response to security crises or natural disasters? Lack of institutional capacity?*

Poor communication among government agencies? Lack of standard operating procedures? Poor infrastructure? Others?

4. *What is the Obama Doctrine? How is it different from other US grand strategies?*
5. *What is American exceptionalism? Is it an anachronistic concept? Or one that still affects contemporary US doctrine and strategy?*
6. *How did the United States, with a global military and a powerful intelligence network, fail to detect the terrorist attacks of 2001 before they occurred? What types of actions are needed to prevent a future attack of this magnitude?*
7. *What kind of common obstacles are there to interagency coordination between government branches?*

Required Readings:

1. James M. Lindsay, "George W. Bush, Barack Obama and the Future of US Global Leadership," *International Affairs*. July 2011, pp.765-779.
2. Lawrence Jacobs and Benjamin Page, "Who Influences U.S. Foreign Policy?," *The American Political Science Review* 99. 1 (Feb 2005): 107-123.
3. Lowenthal, Abraham F. "Obama and the Americas: Promise, Disappointment, Opportunity." *Foreign Affairs*, July-August 2010.

Suggested Readings:

1. Koehane, Robert O. and Joseph S. Nye, Jr. "Power and Interdependence revisited." *International Organization* 41, no. 4 (Autumn 1987): 725-753
2. Cosidó Gutiérrez, Ignacio. "Introduction: Economics of Defense." In *Military Spending: The Defense Budget in Spain (1982-1992)*. Madrid: Eudema, 2004.
3. McGuire, Martin C. "Economics of Defense in a Globalized World." In *Handbook of Defense Economics: Defense in a Globalized World: Volume 2*, edited by Todd Sandler and Keith Hartley, 623-648. Amsterdam: Elsevier, 2007. ‘
4. David C. Gompert, "Sea Power and American Interests in the Western Pacific," *Rand Corporation*, 2013.

DAY 7

Theme: US Perspectives

Lectures:

1. Department of State and U.S. Agency for International Development (USAID) panel
2. US Northern Command and U.S. Southern Command Panel
3. Visit to the Pentagon

Discussion Questions:

1. *The Obama Administration prefers to resort to economic sanctions and diplomatic pressure rather than military force. Is that an effective strategy? Or are "boots on the ground" still necessary to resolve many modern conflicts?*
2. *Is international cooperation important for homeland security? Why or why not? Give an example.*
3. *What is the "pivot to the Pacific" and how is it working?*

4. Admiral Mike Mullen, former head of the Joint Chiefs of Staff, recently said that US foreign policy was too dominated by the military? Do you agree? Why or why not?
5. The 2001 Plan Colombia aid package was designed to help Colombia combat narcotics traffickers and insurgents in that country. Did it work? Why or why not? Should the US assist Caribbean nations with additional aid – perhaps on the scope of Plan Colombia – to help those countries combat transnational organized crime?
6. The US Department of State manages US foreign policy. What is the role of the geographic combatant commands (COCOM) in that regard? Are the COCOMs an example of the militarization of US foreign policy, as some critics contend?
7. What interagency representation exists at US Southern and Northern Commands?
8. Homeland security in the US is considered to be a “layered” system of responses and responsibilities. Does this model of a system work in your country? Why or why not?

Required Readings:

1. US Southern Command Posture Statement to Congress, March 12, 2015
2. US Northern Command Posture Statement to Congress, March 12, 2015.
3. Andrew Feickert, “*The Unified Command Plan and Combatant Commands*,” Congressional Research Service, January 3, 2013.

Suggested Readings:

1. Lindsay-Poland, John. “U.S. Military Bases in Latin America and the Caribbean.” *Foreign Policy in Focus*. May 2001.
2. Daniel Goure, “The Measure of a Superpower: A Two Major Regional Contingency Military for the 21st Century,” Heritage Foundation, January 25, 2013.
3. Robert Kagan, “Superpowers don’t get to retire,” *New Republic*, May 26, 2014.
4. Peter Beinart, “The End of American Exceptionalism,” *The National Journal*, February 3, 2014.
5. Maurice Greenberg, “Trends in U.S. Military Spending,” *Council on Foreign Relations*, July 15, 2014.
6. Congressional Budget Office (CBO), “The Budget and Economic Outlook: 2014 to 2024.”
7. Barry Blom, “Overview of the Federal Budget,” Presentation to the Maryland Association of CPAs, Inc., April 25, 2014.
8. Michael Cohen, “How the U.S. Military Shapes American Foreign Policy,” *Foreign Policy*, Volume 56, Number 4, Fall 2009.
9. Evan Munsing and Christopher J. Lamb, “Joint Interagency Task Force-South: The Best Known, Least Understood Interagency Success,” Center for Strategic Research, Institute for National Strategic Studies, National Defense University, June 2011, <http://ndupress.ndu.edu/Portals/68/Documents/stratperspective/inss/Strategic-Perspectives-5.pdf>
10. Lauren Carasik, “Human rights for thee but not for me,” Al Jazeera, 14 Mar 2014.
11. Serafino, Nina. “Building Interagency Capacity for Missions Abroad.” Congressional Research Service (CRS), report # RL42133 , 02 February 2012.

DAY 8

Theme: US Security Environment and Student Exercise

Lectures:

1. Drug Enforcement Agency and Office of National Drug Control Policy Panel
2. CARICOM and Regional Security System Panel
3. US Coast Guard and Immigration and Customs Enforcement Panel

Discussion Questions:

1. *What is the difference between security and defense?*
2. *In a globalized world, many Latin American leaders can look to other nations as political and economic partners. Does the US still have the level of influence and access in Latin America and the Caribbean as it did in the past?*
3. *What are the biggest security risks in your country? Is your country adequately prepared for such a risk? What processes can and should be improved?*
4. *What do you think are the most important functions of the US Department of Homeland Security?*
5. *Is international cooperation important for homeland security? Why or why not? Give an example.*

Required Readings:

1. *The Caribbean Basin Security Initiative*. Washington, D.C. Department of State, 2012. <http://www.state.gov/p/wha/rls/fs/2012/201417.htm>.
2. United States Senate Caucus on International Narcotics Control. *Preventing a Security Crisis in the Caribbean* (S. Rpt.). Washington, D.C.: Government Printing Office, 2012. 3-34. http://www.feinstein.senate.gov/public/index.cfm/files/serve/?File_id=90bb66bc-3371-4898-8415-fbfc31coed24.
3. McDavid, Hilton A. "The Caribbean: The Third U.S. Border." *FOCAL*, February 2011. Link: <http://www.focal.ca/publications/.../394-february-2011-hilton-a-mcdavid>.

Suggested Readings:

1. Department of Homeland Security, Quadrennial Homeland Security Review, 2014," June 24, 2014.
2. Department of Homeland Security (DHS), The U.S. Department of Homeland Security Strategic Plan for Fiscal Years (FY) 2012-2016, February 2012.
3. Peter J. Meyer and Clare Ribando Seelke, "Central America Regional Security Initiative: Background and Policy Issues for Congress, *Congressional Research Service*, May 6, 2014.
4. Reynoso, Julissa. "The State Departments View on the Caribbean Regarding Defense and Security." *State Department: House Committee on Foreign Affairs*, December 9, 2009. <http://www.state.gov/p/wha/rls/rm/2009/141958.htm>.
5. *Western Hemisphere Defense Policy Statement*. Washington, D.C.: Department of Defense, 2012. www.defense.gov/news/WHDPS-English.pdf.
6. Caldwell, Stephen L. "Maritime Security: The SAFE Port Act and Efforts to Secure Our Nation's Seaports." *GAO Reports* (2007).

DAY 9

Theme: Global Warming and Diplomatic Efforts

Lectures:

1. Global Warming
2. Cuba and US Policy Changes and Implications for Caribbean Basin Security
3. Women, Peace, and Security

Discussion Questions:

1. *Is climate change and global warming a result of mankind's impact on the atmosphere? Or is it part of a natural cycle of warming and cooling that the planet periodically experiences?*
2. *What kind of changes to weather patterns do scientists predict will occur because of climate change?*
3. *US law prevents the military to be used in domestic law enforcement operations except in extreme circumstances. In Latin America, many governments have deployed the armed forces to combat organized crime. What are the benefits and risks associated with this policy?*
4. *Who is better equipped to provide security in your country in the event of a crisis? The police? The military? International peacekeepers? Or does it require a whole-of-government or a whole-of-society effort?*
5. *Since December 2014, the United States and Cuba have been trying to "normalize" relations. What impact would inclusion of Cuba in Caribbean collective security efforts have on the region?*
6. *Women make up 50% of the population of the planet but have marginalized political roles in many Caribbean societies. Why do you believe this occurs? What can be done about it?*
7. *In October 2000, the United Nations Security Council passed Resolution 1325 on Women, Peace, and Security. The resolution called for women's participation in conflict resolution programs like peace accords and peacekeeping operations. However, to date only 22 of 192 United Nations members have developed National Action Plans to implement the elements of the resolution. Why do you think there has been so little apparent interest in this effort? What needs to be done?*

Required Readings:

1. Somini Sengupta, "UN Reveals 'Alarming High' Levels of Violence Against Women," New York Times, March 10, 2015.
2. Campbell, Donald J. and Kathleen M. Campbell. "Soldiers as Police Officers/Police Officers as Soldiers: Role Evolution and Revolution in the United States." *Armed Forces & Society* 36(2), 327-350.
3. Amnesty International, "Ten Basic Human Rights Standards for Law Enforcement Officials," 2009. Link: http://www.marsad.eg/wp-content/uploads/publications-pdf/documenten_30.pdf
4. Familiar, Jorge. "Latin America tackles Challenges of Climate Change." Miami Herald, June 2, 2014.

Suggested Readings:

1. Ryan Whalen, "The U.S. Government as an Interagency Network," *InterAgency Journal* Vol. 4, Issue 1, Winter 2013.
2. Sean Roche, "Is it time for an Interagency Goldwater-Nichols Act?," *InterAgency Journal* Vol. 4, Issue 1, Winter 2013.
3. Nina Serafino, Peacekeeping and Stabilization Missions Abroad: Development of Civilian Capabilities, *Congressional Research Service*, December 2012.
4. Special Operations Forces Interagency Counterterrorism Reference Manual, *Joint Special Operations University (JSOU) Press*, September 2013.
5. Nils Gilman, Jesse Goldhammer, and Steven Weber, "Deviant Globalization," Chapter 1, *Convergence: Illicit Networks and National Security in the Age of Globalization*, NDU Press 2013, <http://ndupress.ndu.edu/Portals/68/Documents/Books/convergence.pdf>
6. Davenport, Coral. "Climate Change Deemed Growing Security Threat by Military Researchers," *New York Times*, May 13, 2014.
7. Gillis, Justin. "Panel's Warning on Climate Risk: Worst is to Come." *New York Times*, March 31, 2014.

DAY 10

Theme: Course Conclusion

Lectures:

1. Globalization Issues
2. Future Challenges and the Changing Security Environment

Discussion Questions:

1. *What challenges, beyond those that currently exist, will emerge in the Caribbean region in the 21st century?*
2. *Because of the security problems in Latin America, there are an estimated 16 million private security guards in the region. Who are they accountable to? What are the types of problems that may arise from private security firms?*
3. *Contractors are now widely used in military operations to reduce costs. Are contractors considered combatants in accordance with international humanitarian law?*

Required Readings:

1. Phil Williams, "Lawlessness and Disorder: An Emerging Paradigm for the 21st Century," Chapter 2, *Convergence: Illicit Networks and National Security in the Age of Globalization*, NDU Press 2013, <http://ndupress.ndu.edu/Portals/68/Documents/Books/convergence.pdf>
2. World Economic Forum 2015 Global Risks Report, Executive Summary in Spanish, <http://reports.weforum.org/global-risks-2015/wp-content/blogs.dir/68/mp/files/pages/files/grr15-executivesummary-spanish.pdf>
3. James Stavridis, "The Dark Side of Globalization." *Washington Post*, May 31, 2013.

Suggested Readings: None.